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PRESENTED WITH THE COMPLIMENTS OF

Sheaffer Inc.

301 Avenue H
Fort Madison, IA 52627

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Dedicated to
WALTER A. SHEAFFER
1867 - 1946

Whose vision, courage, faith, fairness, resourcefulness and business ability were the foundation on which the reputation and success of the Sheaffer Pen Company were built.

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Sheaffer will, of course, welcome any comments, suggestions, corrections or pertinent historical information which any reader may wish to forward.

Sheaffer Inc.

THE FIRST PRESIDENTS

W. A. SHEAFFER

The founder and first company president, Walter A. Sheaffer, had a solid understanding of the techniques of merchandising quality products. With it, he possessed a contagious enthusiasm for selling quality. This combination provided the spark that led to the start and ensured the survival of his fledgling pen company in a highly competitive market--a market where the odds were on the side of failure. Mr. Sheaffer had not gained his merchandising skills easily. Financial need had forced him to leave school and begin work early in life. He held a variety of selling jobs before becoming a partner in his father's jewelry business. There, and later in his own jewelry store, purchased in 1906, he continued developing his merchandising skills. When he decided to risk his hard-won life's savings to go into the pen business in 1912 at the age of 45, he successfully transferred those skills from the challenges of a small retail store to those of a national manufacturer. He was president of the company for 25 years and remained active in company affairs until his death in 1946.

C. R. SHEAFFER

When Walter A. Sheaffer became chairman of the board in 1938, his son, 41-year-old Craig R. Sheaffer, succeeded him as president. The strong and innovative leadership the company had enjoyed up to that time did not diminish as a result of the change. Craig had grown up in the business--from the time the first pens were hand-fashioned in the workroom of his father's jewelry store. He was keenly aware of the growing pains through which the company had come during its first quarter century. He knew the company's people, the company's customers, and the company's problems. With his father, he shared the conviction that the growth potential was large. Because he firmly believed in them he continued the warm and personal management policies of the early years. He did this even as the company expanded to the point where management might easily have become distant and impersonal. Under his direction, markets continued expanding world-wide and sales and profits climbed steadily. When World War II came, Craig willingly accepted the new challenge of work for the armed forces. When the war ended, Craig and his employees quickly regained their hard-won position of leadership in the writing instrument industry.

In 1953, Craig left the company to accept appointment as Assistant Secretary of Commerce under newly elected President, General Dwight D. Eisenhower. Returning to Fort Madison in 1954, Craig was elected Board Chairman of the Company, a position he held until his death July 9, 1961.

Walter A. Sheaffer (1867 - 1946)

A close look at any of today's major manufacturers will reveal mammoth factories, towering office complexes, sophisticated computer networks, lightning fast communication systems, lines of tireless robots and automated machinery, mountains of raw materials, warehouses full of finished goods, and thousands of people contributing their brain, brawn and talents to the success of that organization.

Yet behind all of the factories, offices, computers, machines, materials, products and people you will usually find one individual whose vision, ingenuity, energy and hard work laid the foundation for the company and whose courage, strength, devotion, resourcefulness and leadership ensured its survival and growth.

Walter A. Sheaffer was such an individual.

Born in Bloomfield, Iowa July 27, 1867, Walter A. Sheaffer was one of five children of Jacob Royer Sheaffer and Anna Eliza (Walton) Sheaffer.

Young Jacob Sheaffer, born in Lancaster County, Pennsylvania of sturdy Dutch stock, had been lured westward during the California gold rush. Disappointed in not finding his fortune, Jacob Sheaffer left California Gulch in 1854 and returned eastward as far as Bloomfield, Iowa.

Prospering in a jewelry store he established in Bloomfield, Jacob Sheaffer found it possible to invest in another Bloomfield business--a very successful insurance company. Unfortunately, as events turned out, the stockholders of the Bloomfield insurance company were talked into combining with the Great Western Insurance Company of Chicago shortly before the catastrophic Chicago Fire of 1871. The fire not only wiped out the newly combined insurance company but made the stockholders personally liable for all losses over and beyond those exceeding the assets of the insurance company.

Faced not only with the insurance company losses, but the banking panic of 1873, Jacob Sheaffer sold his successful jewelry business and paid his debts--in full.

As the Sheaffer family was hard pressed over the next several years, young Walter found it necessary to begin work while still quite young. At the age of 11, his first job was as a devil in a print shop for \$1.00 per week. The next summer he worked for a local grocer for \$7.20 a month. Out of the \$21.60 earned that summer, he saved \$19 for his next winter's clothes.

The following summer he set up his own peanut stand, clearing almost \$75.00 per month--a very considerable sum for a young man in those days. But as young men are prone to do, Walter spent a little too freely and ran out of money before the end of the following winter. Later in life he said--

"This taught me a lesson I never forgot. In the future, after I had this experience, I always managed to save and have something ahead, even if it was ever so small."

In 1880 Jacob Sheaffer borrowed enough money to start a new jewelry store. Having taken a young orphaned nephew into his store as an assistant, however, Jacob didn't need Walter's help. Walter found it necessary to look elsewhere for employment.

Dropping from high school, Walter found a job in a Centerville, Iowa jewelry store for \$15 per month plus board and lodging. Lodging was a shelf under a counter in the store. Thus, Walter worked not only as a clerk during the day but doubled as a watchman at night.

Leaving Centerville, Walter then worked for an uncle, S. B. Walton, a jeweler in Unionville, Missouri, for \$20 a month plus room and board.

Although Jacob's first jewelry store had proven to be quite profitable, his second venture into the jewelry trade was considerably less successful. The store, in fact, had begun losing money before Walter returned to Bloomfield and went into partnership with his father.

Sometime earlier, Sears Roebuck and Montgomery Ward had started distributing catalogs in the Bloomfield area. In comparing their jewelry prices against the catalogs, Jacob and Walter Sheaffer quickly recognized the reason for their poor sales. Almost 70% of their business involved brands advertised in the catalogs at almost the same prices they were paying for their store stock. To compete, therefore, a large part of Sheaffer's jewelry was being sold with little or no profit--a sure formula for failure in any business.

Walter Sheaffer later recalled that period as--

"...a rather dismal picture and our chances of success seemed to be very slim."

Fortunately, about that time, the Hamilton Watch Company came out with what Walter called a "splendid" line of 17-jewel watches, which were not sold to the mail order houses. Not only did Sheaffers take on this new watch line, but arranged with one of the leading silverplate manufacturers for a high quality private label line of silver plated SHEAFFER silverware.

With these new product lines and some very carefully planned sales procedures and presentations, the Sheaffer Jewelry Store gradually pulled out of the red.

Walter Sheaffer married Nellie Davis of Pulaski, Iowa, on February 8, 1888. Two children were born to Walter and Nellie, a daughter, Clementine, and a son, Craig Royer (25 Dec 1897).

After Walter's marriage, the expense of two families became "quite a strain" on the jewelry store. To relieve this strain, the Sheaffers added a line of pianos and organs. Not only was this new line handled in the existing store without adding to the rent, but Walter felt that the two businesses benefited one another. Someone coming into the store for one kind of product might notice and become interested in the other.

Another advantage was that Walter could work in the store during the day and demonstrate and sell pianos and organs during the evening. In most cases this selling required loading a piano or organ onto a horse-drawn wagon, unloading it at a prospect's home, and perhaps even offering to shuck corn or pitch hay for an hour or two if the prospect would agree to give Walter the same amount of time to listen to a demonstration. Then, if he didn't sell the instrument, Walter had to reload it for return to the store. In those days, the roads weren't paved or even graveled, and midnight wasn't an unusual hour for Walter to arrive back at the store with an unsold instrument if the roads were hub-deep in mud or snow or badly rutted.

In addition to pianos and organs, Walter also brought a line of sewing machines into the Bloomfield store. He became quite adept at ruffling, tucking and binding in demonstrating the merits of his machines.

Later in life Walter recalled many interesting and intriguing experiences he had in selling the products he and his father carried in the Bloomfield store. Through all of his experiences--whether struggling back to the store at midnight over muddy roads with a loaded wagon, convincing a customer of the merits of a \$16

Hamilton watch over a \$4.25 mail order variety, taking in a horse or litter of "runty" pigs to complete a sale, sending an assistant into a farmer's field to work a walking plow while the farmer watched a piano demonstration, or arranging to have a train make an unscheduled stop so a new organ could be unloaded and demonstrated to a customer before arrival of a competitor--runs a thread of hard work, dedication, imagination, fairness, ingenuity and resourcefulness. These are all qualities which stood Walter in good stead later in the pen business.

Selling his first small house for \$750 cash, Walter bought a larger home for \$10 monthly. After paying off this second house, Walter traded it for an eight-acre property on which he planted 1,000 peach trees, mostly at night with lantern light after store hours. He also developed a flock of pure-bred Light Brahma chickens. They brought Walter many prizes and honors, but he sold the chickens--for up to \$20 a bird--when he found the flock taking too much time away from the store.

As soon as the peach trees on his 8-acre property came into bearing, Walter was able to trade it for a badly neglected 188-acre farm.

After painting and fixing up the farm house and getting the brush cleared and blue grass growing on his 188-acre farm, Walter decided to look around for a second jewelry store to help support the cost of raising his growing family.

Through an advertisement in a jewelry magazine, Walter found that a Mr. M. L. Bowen had a jewelry store for sale in Fort Madison, Iowa.

Although negotiations seemingly broke down a couple of times, in April of 1906, Walter and Mr. Bowen finally agreed to make a trade--Walter's 188-acre farm for Mr. Bowen's jewelry store (including inventory of \$12,152) and \$300.

As his new jewelry store was located in a rather small dark building, almost immediately Walter arranged to have a new store built on a nearby vacant lot. He moved into the new store in the fall of 1906. "In the new quarters," Walter recalled later, "the business grew very fast and I was able to make nice money and increase this business many fold."

In 1913, after starting the pen company, Walter sold the Fort Madison store to his watchmaker and a brother-in-law. At the time, his stock inventoried at \$45,000 but Walter sold it for \$35,000. Even with this \$10,000 reduction, however, Walter later noted that the new owners "threw out nearly every good thing I had in the store and in a few years went broke."

Whether functioning as a jeweler, salesman, farmer, chicken breeder, inventor, or business entrepreneur and manager, Walter Sheaffer always gave close attention to his work. In his words--

"Close application to any business, giving it serious thought almost day and night so that you are able to make the right decisions, is what makes any business successful. If too much of one's thoughts are on other things than your business, there will be many a valuable discovery in your business that is never thought of; wherein, if one's business is given close attention and close thought about how you can improve it, many a new discovery and additional sale can be made which are never made otherwise. When you look at the record of industry which shows that about only 10% of the retailers of the United States make money, that 45% just exist, and the other 45% fail, you can see from these figures how necessary it is that those who want to be successful must be very alert setting an example of working fast and accurately for all their employees and giving a great part of their thought and attention to their business. It is the only way that anyone can singly succeed."

THE SHEAFFER IDEA

One autumn evening in 1907, while reading the local weekly newspaper, Walter noticed an advertisement for a Conklin pen with a hump or crescent projecting through the side of the barrel for filling. Most pens of that day were filled with an eyedropper or by pressing a coin through a slot in the barrel.

Walter felt that surely someone should be able to think of a way of filling a pen without the mess and bother of an eyedropper, the need for a coin, or the cumbersome appearance of a hump.

A few days later he had the answer. He eliminated the eyedropper by putting a deflatable rubber sac in the pen barrel. He eliminated the unhandy coin slot and unsightly hump by using a lever and pressure bar to deflate the sac. The lever fitted smoothly into a shallow recess in the pen barrel. That same day, in a small 10 by 14 foot workshop in the back of his jewelry store, Walter Sheaffer began work on a model of the first practical self-filling fountain pen.

On August 25 of the following year, Walter Sheaffer obtained U.S. Patent No. 896,861 for his revolutionary new lever-fill fountain pen design--a design that would change America's writing habits.

For Walter, 1908 and the years immediately following were devoted both to his jewelry business and to improving his lever-fill pen. In his first design, the lever was closed by the expansion of the rubber ink sac as it filled with ink. If the sac was too thin,

weak, or deteriorated, the lever might not snap shut. Walter's improved design, patented 1912 in his second patent, No. 1,046,660, had a special bar that automatically closed the filling lever regardless of the resiliency of the rubber sac.

Walter's instinct and experience in merchandising told him that he had developed a pen with great potential. To be doubly sure, though, he assembled a few models of his improved design and gave them to friends for trial. Their comments assured him that his pen would be highly salable. The new pen, needing no eyedropper, coin or hump for filling, truly was a major advance.

But there was much more involved than simply deciding to go into the pen business. Being a family man, nearing middle age, Walter was reluctant to abandon his successful jewelry business and invest both his and borrowed money in a business he knew would be risky at best. In 1912 there were at least 58 pen companies already in the field, including several well entrenched firms that would be formidable competitors to anyone trying to enter it.

Walter talked over the idea with friends and other Fort Madison businessmen and bankers. Several advised against it. "You're secure now with a business that will enable you to live comfortably," they said, "why take a chance on losing everything?"

The argument made good sense. At 45, if he lost what he had, it might be impossible to regain financial security. After a great deal of discussion and thought, however, Walter decided to take the plunge.

In the spring of 1912, the workshop of Walter's Jewelry Store became a pen factory, and a sales office was opened in Kansas City, Missouri, by two former Conklin Pen Company salesmen, George Kraker and Ben Coulson.

Seven employees crowded into the small workshop of the jewelry store to hand-make the first Sheaffer pens. One was Mr. Sheaffer's young son, Craig. They were kept busy, working long hours each day, as Kraker and Coulson followed up their first sale--to the Missouri Store Company of Columbia, Missouri--with ever-increasing orders. According to reports, the prevailing wage in Fort Madison in 1912 ranged from \$3 to \$5 for a six-day work week.

THE EARLY YEARS

From the very beginning, quality was Sheaffer's watchword. Walter believed in it wholeheartedly, and his employees, sharing his enthusiasm, approached their jobs like craftsmen fashioning the fine watches that were out front on the shelves of the jewelry store.

With the success of this early operation, and with Kraker and Coulson joining him, Mr. Sheaffer was able to put together enough money to organize officially. On January 1, 1913, the W. A. Sheaffer Pen Company was incorporated for \$35,000. Kraker and Coulson each owned 20% of the stock. That year Mr. Sheaffer sold his Fort Madison jewelry business after moving his manufacturing operations to larger quarters on the upper floor of the Hesse Building in downtown Fort Madison.

During its first year, the new company captured 3% of the writing instrument market, chalking up sales of \$100,000. Profits were \$17,500, or 50% of the initial investment.

In 1913, things looked bright for America and for the fledgling company. War clouds were gathering over Europe, but the trouble was far away. Congress had adopted the 16th Amendment to the Constitution, authorizing income taxes. This was a highly controversial issue, but it did not affect the optimism that everyone felt. The spirit of the time was more aptly symbolized by completion of the world's tallest building. At 60 stories, the Woolworth Building towered 10 stories above any other skyscraper in New York City.

In the years immediately after 1913, despite rapidly increasing sales, Sheaffer's fate hung in the balance. It was a period of life-and-death legal battles to protect the company's patents and product designs against the challenges of its competitors.

It pitted a small company, with limited financial resources, against some of the giants of the industry. Walter Sheaffer led the fight. Accounts of the legal battles, told by Walter in later years, seem almost like cloak-and-dagger mysteries. In one case, traveling to New York to check on some important testimony, Mr. Sheaffer was followed by a private detective. He eluded the detective by stepping onto a subway train and then suddenly leaping off just as the doors were closing.

In 1914, the company moved to a former creamery building in Fort Madison located on Front Street (now Avenue H) overlooking the Mississippi River. Being used later for Sheaffer's Tool and Die shop and Research and Development offices, the building is now utilized for storage.

The first of more than two million U.S. troops to serve in Europe during World War I landed in France in 1917. For Sheaffer, 1917 again found the company expanding through purchase of a former plow works factory on Front Street directly east of the creamery building. This provided the company with its first full-scale plant. The number of employees rose to 100. They produced about 100,000 pens. The models of that year had 11 parts, and required 62 hand operations in their production and assembly.

Sheaffer also acquired a factory in Kansas City. It had been started by George Kraker when he left the company and attempted to set up a competitive operation copying Sheaffer's patents. This was one of the legal threats Mr. Sheaffer succeeded in turning aside.

One important benefit in purchasing the former plow works buildings was the installation of a Gold Nib Department. Previously, all Sheaffer pen points had been shipped in on a daily basis from the east. Whenever the train was late, production was seriously affected or halted entirely.

At that time, only three men could make the quality nibs Mr. Sheaffer required. He personally visited and talked one of them (Winfield Kay of Jersey City, New Jersey) into moving his operation to the Sheaffer plant in Fort Madison.

By 1919, Sheaffer's offices and manufacturing departments occupied a major part of the plow works buildings. The office force consisted of W. A. Sheaffer, Craig Sheaffer and three others. The advertising manager opened the daily mail when Mr. Sheaffer didn't do it himself.

THE TWENTIES

Things really happened in the Roaring Twenties. Industry boomed. The first commercial radio broadcasts began. The first transcontinental airmail route was established. Lt. Comdr. Richard Byrd made the first flight over the South Pole. George Gershwin wrote the immortal "Rhapsody in Blue". Football became one of the great American sports, spearheaded by the Notre Dame teams of the legendary Knute Rockne. But in 1929, the free, easy, carefree living of the decade came to an abrupt end. On October 29, the day of the stock market crash, 16 million shares were sold in panic. The great depression lay ahead.

Sheaffer's fortunes reflected the period's industrial boom. Improvements and innovations in its writing instrument line brought Sheaffer to a position of industry leadership by the middle of the decade. From 1913 to 1925, sales had risen from 3% of industry volume to 25%. The plow works buildings had been modernized and enlarged to accommodate increased production. In 1928, Sheaffer

stock was listed on the New York Stock Exchange. Manufacturing operations were under way in both Fort Madison and Kansas City. Sales and repair offices had been established in Chicago, San Francisco, New York and overseas in Canada and England.

One of the foremost Sheaffer innovations of the Twenties was the development of a way to make pen caps and barrels of plastic. The hard rubber then being used was not only easily broken but precluded the use of color. It was not an easy development and it cost the young company dearly.

The first attempt in 1920 ended in failure when it became necessary to recall thousands of pens made with a Casine plastic because it proved to be dimensionally unstable. It expanded and shrank too much with temperature changes. It was a costly and disheartening experience, but Walter was not willing to accept defeat. He pressed ahead using a new Pyroxylin type of plastic which Sheaffer called Radite. As a result, in 1924 the company got a jump on the rest of the industry and was the first to introduce colored pens that were virtually unbreakable.

Earlier, in 1920, Sheaffer had startled the writing instrument world by introducing a pen priced at \$8.75--three times the price of most competitive products. The 14-karat gold point of the pen was guaranteed for the life of the first owner, another unheard-of move among pen companies.

This reflected Walter Sheaffer's marketing philosophy. He felt that the pen was worth the money, and that when consumers became aware of its quality they would be willing to pay the higher price. He was right. The Sheaffer LIFETIME fountain pen rapidly became the nation's No. 1 seller.

Early in the game, Walter decided that the company must develop its own ink rather than depend on the unpredictable quality of the inks then being produced by others. In 1922, again after many months of costly research and some setbacks, the formula for SKRIP ink was perfected. This product proved better than any competitive ink and became a great success. Even today, it is still an important Sheaffer product.

Other major Sheaffer developments in the Twenties included the desk set and the first spiral-type propel-repel pencil mechanism capable of automatically expelling the "stub" of lead at the end of its forward movement--a feature still in use today with almost all spiral-type pencils.

There was no parking problem at the plant in the Twenties. Only two or three employees drove cars. Many rode to work on a street car that ran near the plant. Summer heat was a problem. Where practical, employees were allowed to bring and use their own small electric fans. Telephones were scarce items in those days. There

was one for the office and one for the plant. Bookkeeping was several giant strides away from today's data processing procedures and number-crunching computers. The accountants did their posting by hand using pen and ink in a huge journal that covered an eight-foot slant top desk.

An employee recreation program was initiated in 1927, with the completion of a Clubhouse equipped with bowling alleys, gymnasium, workout and shower rooms, game and meeting rooms, a large modern kitchen, lounge, and other facilities. The Clubhouse also provided ample space for Sheaffer's sales conventions, stockholder meetings and seasonal social events

Initially, the stock market crash of 1929 had little impact on Sheaffer. Sales continued at a good pace for a number of months.

THE THIRTIES

By 1931, the depression had deepened and spread. The self-assurance that America had felt since the turn of the century was gone.

Events that would lead to World War II had occurred, but most Americans were too preoccupied with their own problems to notice.

America did not grind to a complete halt despite the depression. In 1934, a DuPont company scientist invented a new synthetic fiber called Nylon. The Social Security Act of 1935 provided the first federal unemployment and retirement insurance program. The Wages and Hours Law of 1938 established the first minimum wage at 40 cents per hour and the 40 hour work week. Orson Wells frightened millions with a chillingly well-done 1938 radio program called "Invasion from Mars". Listeners thought it was real.

In Fort Madison, the depression left its mark. Sheaffer sales held up well until 1931, then dropped off sharply. Employees worked three days a week as the situation worsened. Finally, when President Roosevelt declared a bank holiday, closing all banks across the nation, Sheaffer shut down entirely.

This complete standstill was short lived. Within a week the two main banks in Fort Madison re-opened, and Sheaffer immediately resumed its three-day-a-week schedule.

During the dark days of the Thirties, Sheaffer people continued working and building toward the future. From Sheaffer's engineers and chemists came the FEATHERTOUCH two-way point, the TOP-WELL ink bottle, the plunger filling device, a visible ink supply barrel, the FINELINE pencil, and a line of office adhesives.

In the late fall of 1937, employees coming to work one Monday morning found the plant guards securely bound, the vault broken into and stock valued at \$50,000 missing. Coming just before Christmas, the loss was especially serious. Thanks to a partial recovery of the missing stock and some hard work by Sheaffer people, though, the company was able to fill all of its Christmas orders.

Strong relationships with dealers helped the company weather the depression. During the Twenties, Walter Sheaffer had developed forthright dealer policies, and the company followed them closely, treating all dealers with equal fairness.

During the heart of the depression, when most citizens across the nation had to accept reduced compensation and benefits, Walter Sheaffer launched a profit-sharing plan. He felt the time had come to give employees a way to share in the company's growth. It was a program in which he believed deeply, and the depression did not stand in his way.

In the latter half of the decade the company further geared itself for the growth years Mr. Sheaffer felt certain lay ahead. A new office building was completed in 1937, and manufacturing capabilities were expanded. Sheaffer's first injection molding machine was purchased in 1937, enabling production of some molded parts and paving the way for large-scale precision operations in the future.

In 1938, having passed the 70-year mark, Walter Sheaffer passed the operational responsibilities of the presidents office to his son, Craig.

THE FORTIES

As the Forties began, there was hope that America could stay out of the war then engulfing other parts of the world. Yet, on all sides preparation for war began to take place. No one who lived through it will ever forget the numbing shock of Pearl Harbor on December 7, 1941, or the events that followed.

The war had a major impact on Sheaffer operations. Starting in 1942, production of Sheaffer writing instruments came to a virtual standstill. The few that were manufactured went to the armed forces. In place of pens and pencils, Sheaffer focused its expertise and attention on the production of high precision items needed for the war effort.

Craig Sheaffer gave two principal reasons for the emphasis on war work. First was duty. "Unless we lick the Axis, nothing else will be worthwhile," Mr. Sheaffer said. Second, "The war effort would help maintain full employment in Fort Madison." Mr. Sheaffer

pointed out that critical shortages existed in materials needed to produce writing instruments. As many substitutions as possible had been made and production cutbacks and layoffs were inevitable unless something took up the slack.

In May of 1942 the company expanded its production of war items to a former Fort Madison paper mill, which it had purchased and remodeled earlier that year.

Both the quantity and quality of war products became a tribute to the dedication and skill of Sheaffer people. For its outstanding accomplishments, the coveted Army/Navy "E" Award was presented to Sheaffer in 1944. Women employees did more than their share as men went into the armed forces in increasing numbers. By 1944, 490 employees had been called, and there were four gold stars on the roster of names.

During the war employees were reminded of the nature of their work by high wire fences encircling the plants. There were other changes. Bicycle parking stalls reflected the effects of gas rationing. The serving of soup, sandwiches and hot coffee became so well accepted that the cafeteria idea had come to stay.

Of major importance to employees was the announcement of an extension of the profit-sharing program to include a retirement trust fund program. It was announced in 1942, but did not get final governmental approval for several years.

After the war ended, Craig Sheaffer led an all-out program aimed at making up lost ground in the writing instrument field. It included new products that had been under development since just prior to the war, new plant facilities and equipment, and new merchandising and sales programs.

A 30-minute film on war work was produced and shown to dealers to explain what Sheaffer people had been doing during the war and why the company's regular products were in short supply.

New plants were opened in Quincy, Illinois, and Mt. Pleasant, Iowa. The Fort Madison plants were changed back to normal production with all speed. An old button factory in Fort Madison was purchased, remodeled, and pressed into service.

Engineering plans for a completely modern multi-million dollar plant were completed, but it was decided to delay this program until building costs and conditions became more favorable.

In the 1947 annual report, Craig Sheaffer reported that pre-war prices were being maintained on most company products despite rising costs. "With good customer reaction, the future is favorable," Mr. Sheaffer said, "and the company will continue this policy as long as we are able to do so."

Mr. Sheaffer was right about a favorable future. The main problem was in keeping up with customer demand. Before long the company had regained its position of industry leadership.

A particularly significant manufacturing improvement was the installation of equipment for molding pen caps and barrels. This provided both a major decrease in product cost and a substantial increase in product uniformity and quality.

Everybody benefited from the rush of success. Profit sharing soared to new heights. So did wages.

One thing that happened during the war was destined to have a marked and lasting impact on the writing instrument market. This was the introduction of the ballpoint pen. Originally developed in Europe, produced in Argentina and picked up by U.S. Air Force pilots, the ballpoint was found to meet the military's need for a pen with a leak resistant ink supply suitable for use in high-flying aircraft. After the war, the ballpoint was rushed onto the consumer market amid great fanfare and was eagerly snapped up despite formidably high prices. The function of the original models left much to be desired, but this proved only a temporary setback. The ballpoint was off and running.

The first Sheaffer ballpoint was manufactured and sold in 1946. It joined other important Sheaffer developments of the Forties: the inner spring pocket clip, the TRIUMPH pen with its conical sheath-type nib, the TOUCHDOWN filling mechanism, and the FINELINE line of popular priced products.

In 1949, the plant in Quincy, Illinois, was closed and its operations moved to Fort Madison. That same year, Sheaffer dedicated a new softball field at its Employees' Park--a beautiful acreage just outside of Fort Madison, with tennis courts, hiking trails, and facilities for camping, picnicking, and other outdoor activities. The war years behind them, people were again thinking about such things.

THE FIFTIES

Some called them the fabulous Fifties. In many ways, they were. More Americans had more things than ever before. The stock market moved to new highs. The first transcontinental television broadcast was made by President Harry Truman in 1951.

It was, also, the decade of the "cold war". This was something new, a kind of war that was hard to put your finger on. There were border incidents, blockades, airlifts, summit meetings, small brush-fire battles, and brush-fire battles that weren't so small.

One of the frequent topics of political discussion was the government debt. There was no such thing when Walter Sheaffer first started his company. Now it was edging toward \$300 billion. This made people think about taxes and inflation. People received more money than ever before, but it bought less and less.

U.S.S. Nautilus, the first U.S. atomic-powered submarine, was launched in 1954. The first U.S. earth satellite, Explorer I, was orbited in 1958. The race for the moon and the vast reaches of space beyond had begun. Flash Gordon and Buck Rogers, science fiction heroes of the past, no longer seemed so futuristic.

Both at home and abroad, Sheaffer's sales grew rapidly during the Fifties. Fort Madison became the hub of Sheaffer's global operations.

In the spring of 1950 a near-disaster struck in the form of an explosion and fire in the basement of the company's new office building. An Associated Press wire story of that day said, "A raging fire is threatening to destroy the W. A. Sheaffer Pen Company's office building in Fort Madison, Iowa. Fire Departments from Burlington, Keokuk and the Iowa Ordinance Plant have been called out to aid the Fort Madison Fire Department."

The blaze was quickly brought under control, with most damage being confined to the office basement. It was fortunate that the explosion occurred in the office building. It held up even though people said the explosion seemed to lift it from its foundation. Had the explosion occurred in one of the old plow works buildings, it probably would have been destroyed.

With the specter of the spring explosion and fire still vividly in mind, Sheaffer re-activated its plans from the late 1940's for replacement of the old plow works buildings. Contracts for a new main plant were signed later in 1950. Construction was completed in 1952 and the plow works buildings, after more than three eventful decades of service to the company, were razed to make way for an employee parking lot. Sheaffer employees wrote messages to their counterparts of the year 2001. The documents were placed in a tube and sealed in the walls of the lobby of the new building.

In November 1951, the 50 millionth Sheaffer pen came off the assembly line.

Developed in great secrecy and launched in 1952 with the greatest promotional campaign in the company's history, the new SNORKEL pen sparked a major sales surge. Not content to rest on its laurels with the SNORKEL pen, Sheaffer's Research and Development Group pushed aggressively ahead with major refinements in the ballpoint refill, and with such product developments as the first popular priced cartridge pen, the high fashion LADY SHEAFFER line, and the still popular and exclusive inlaid pen point.

THE SIXTIES

With the Sixties came the astronauts--a new breed of American pioneers. They not only visited space many times during the decade, but were spectacularly successful in landing on and exploring the moon. The rock samples and information they brought back gave scientists a bonanza of material to use in penetrating still further the frontiers and mysteries of the universe and its origin.

The first successful human heart transplant operation was performed.

The decade also brought a number of major events in the history of Sheaffer. In 1961, the company suffered a severe loss with the death of Craig Sheaffer, son of the founder. Craig was then Board Chairman, a position he had held since 1954.

Sheaffer celebrated its 50th anniversary in 1963 with a gala of events. To commemorate the event, Sheaffer introduced a new updated line of LIFETIME pens--the first to carry a guarantee for life since 1947. This commemorative line was produced and sold until 1969.

For the first time in its history, Sheaffer's Presidential office was occupied by someone from outside of the Sheaffer family. In 1964, John A. Keenan was elected company president. Walter Sheaffer II, then president, moved up as Board Chairman.

However, for Sheaffer employees and townspeople of Fort Madison, the really big news of the decade was the sale of the company. Following several months of negotiations, Sheaffer stockholders voted in January of 1966 to sell the company to Textron Inc., a diversified manufacturing company with headquarters in Providence, Rhode Island.

In joining Textron, Sheaffer became part of an organization which included some 25 operating divisions or companies, among which were a number of well known product names.

During the Sixties, Sheaffer's traditional focus on research and development was reinforced through expansion of its R & D facilities and staff. Products successfully introduced during that period included a ballpoint pen with a "Reminder" clip which couldn't be clipped to a coat or shirt pocket with the point extended; a line of desk sets with attractive Lenox china bases; the first smooth squeak-free porous plastic marker points; a desk pen holder with a self-adhesive base which would stick almost anywhere; a refillable fine-tip marker using standard fountain pen SKRIP ink cartridges; and the first of a line of functionally

modern "vintage" style pens based on one of Walter Sheaffer's first designs.

THE SEVENTIES

The tempo of events didn't let up during the decade of the Seventies. If anything, it increased.

For the first time ever a U.S. president resigned and an appointed, non-elected, vice-president succeeded him in office. Few will forget the name "Watergate" as triggering the events which led to these changes in the country's highest office.

Scientists and engineers continued making giant strides in reducing the size, complexity and cost of computers by putting more and more micro-circuitry on small silicon chips and in integrated circuits. As a result, computers started moving from the data processing centers of giant corporations and research laboratories into homes and small businesses.

America's exploration of space continued with flybys of Venus, Mars, Mercury, Jupiter and Saturn (743 million miles from Earth). In 1975, U.S. and Soviet astronauts accomplished the first "international" space rendezvous. Two U.S. Viking spacecrafts landed on Mars in 1976, sending back the first photos and data from Mars' surface.

On a more down-to-earth level, Sheaffer continued during the decade to focus on product development, design and finishes. Some of the important new products introduced during the Seventies included the striking NOSTALGIA instruments with gold and silver filigree work reminiscent of the Twenties; the NONONSENSE pen--the second of a line of functionally modern "vintage" style instruments; the high style TARGA BY SHEAFFER line with many design, functional, finish, and convenience innovations; and a series of special calligraphy pens and writing kits.

One of the decade's major events for Sheaffer occurred in March of 1976. Sheaffer merged with one of Textron's other divisions--The Eaton Paper Company of Pittsfield, Massachusetts. Eaton, a well-known member of the paper industry, with roots going back to the last century, produced an excellent line of social and business stationery, report covers, diaries, various types of appointment and record-keeping books, and other office and school requisites.

The combined Sheaffer Eaton Division was headquartered in Pittsfield, Massachusetts, with manufacturing plants at Fort Madison, Iowa; Paw Paw, Michigan; McMinnville, Tennessee; and Pittsfield. As mentioned in a later section of this booklet,

Sheaffer Eaton also had a number of overseas plants, offices and licensees.

THE EIGHTIES

After 55 manned U.S. space flights, hardly anyone felt that the 25th space shuttle launched January 29, 1986, would be anything but routine; but something went terribly wrong with one of the booster rockets of the Shuttle CHALLENGER on the launch into its 10th flight. Six U.S. astronauts were lost, along with a 37-year old high school teacher who had won a nationwide contest to become the first U.S. teacher to fly on a shuttle and broadcast lessons from space about space. This tragedy dealt a severe blow to America's space program--setting it back more than two years while the shuttles were being redesigned and rebuilt. It was not until September of 1988 that the next shuttle--the Discovery--was launched.

The first woman was appointed to the U.S. Supreme Court in 1981, and the first women were graduated from the U.S. military service academies as officers. In 1984, for the first time, a woman ran on the national ticket of a major political party.

Millions of people turned out for the re-lighting of the Statue of Liberty on July 4, 1986, as part of a gala four-day celebration of its 100th anniversary. It's restoration had just been completed at a cost of almost \$70 million.

In electronics, scientists and engineers continued to squeeze complex circuitry down to microchip size. Computers small enough to carry in a briefcase yet powerful enough to out-perform room-sized equipment of a decade ago, became commonplace in the home, office and small business.

Through the use of facsimile machines it became possible to send a letter or drawing electronically over telephone lines across town or halfway around the world in seconds.

As Sheaffer Eaton approached the end of the Eighties, both long range planning and day-to-day decisions and operations were increasingly set against the backdrop of a worldwide market.

To an extent greater than ever before, planning for this worldwide market took into account current realities--ever stronger foreign competition, areas of rampant inflation or depression, high duties, nationalistic biases, restrictive laws and regulations, counterfeit products and packaging, currency shortages, natural disasters and armed conflicts.

Through the earlier years of the decade, Sheaffer Eaton continued to devote close attention to its Sheaffer writing instrument line.

In 1981, a striking new contemporary line was introduced under the name TRZ. This was followed up in 1982 with a new line of continuous-feed push-button pencils. Facilities were developed for applying a variety of lacquer and enamel finishes.

The ever-colorful KALEIDOSCOPE line was expanded with popular contemporary comic characters and personalities, plus a variety of both pastel and vibrant bright colors. In 1987, the company introduced a new line of pens with a unique new gripping section, called the DELTA GRIP. To give the user a choice in holding the pen, the gripping section has three grooved flat surfaces separated by three smooth curved surfaces. Most importantly, however, great emphasis and close attention were given to product quality to assure consumers worldwide of the performance, value, and service they have come to expect of any product carrying the SHEAFFER name.

Due to changing corporate objectives, Textron sold its Sheaffer Eaton Division in the summer of 1987 to Gefinor (U.S.A.) Inc., an affiliate of Gefinor S.A., a Luxembourg investment banking company, headquartered in Geneva, Switzerland. The division was reorganized under Delaware law as a new corporation called Sheaffer Eaton Inc. Sheaffer Eaton's affiliated plants and offices overseas also were reorganized as subsidiaries or affiliates of Sheaffer Eaton Inc.

To permit a sharper focus on the markets of primary interest, the company sold its EATON typewriter paper and AT-A-GLANCE book lines in 1988 and its DUO-TANG report cover/portfolio line in 1989. And it acquired an exciting new line of key rings and jewelry in October of 1988. Earlier, the EATON crossword puzzle and social stationery lines had been licensed to a new "start-up" firm owned and operated by former company employees. This left the company with two excellent product lines--each a leader in its own field--SHEAFFER writing instruments and CROWNMARK key rings/jewelry.

Effective in January of 1989, Sheaffer Eaton moved its corporate headquarters and administrative offices to Lincoln, Rhode Island, the location of its newly acquired Crownmark Division. Previously, for a short period of time during 1988, its offices had been located temporarily in Lenox, Massachusetts, after sale of its facilities in Pittsfield.

As the decade drew to a close, people everywhere hoped they were at last seeing the first real thaw in the 45 year old Cold War. During the summer of 1988, under the combined pressures of a reform minded Leader, faltering economies and increasingly restless and dissatisfied populaces at home and throughout its East European satellites. Soviet authorities agreed to support policies which in Russia would have been almost unthinkable if not seditious only a few months earlier. These policies were popularly known as "perestroika" (economic, political and social restructuring), "glasnost" (openness in the conduct of government affairs), and non-intervention in the internal affairs of other countries--even

those of its satellites. Hesitantly at first but with an increasing tempo, the people of the satellite countries forced (in Romania by actual revolution) governmental reforms aimed at freeing their economies, establishing trade and commerce with the West, and guaranteeing free and open elections. Symbolized by demolition of the Berlin Wall, the "Iron Curtain" which had divided Europe since shortly after World War II began to crumble rapidly.

INTERNATIONAL ACTIVITIES AND GROWTH

Until after the end of World War I in late 1918, exports contributed little to Sheaffer's sales and profits. Being fully occupied during those early years in gaining a solid foothold in the U.S. market, Sheaffer's international activities consisted chiefly of answering an occasional inquiry or filling an occasional mail order from a foreign dealer or distributor. Canada and Great Britain, probably Sheaffer's two best export markets at the time, together accounted for only \$2,144 of Sheaffer's total 1920 sales of \$1,665,245.

By 1923, however, Sheaffer management had begun eyeing potential business beyond the U.S. borders. In a board meeting during November of that year, Sheaffer decided to "enter old Mexico." This decision led to Sheaffer's first "international" sales catalog--a Spanish version of Sheaffer's 1924 domestic catalog.

In spite of Sheaffer's 1923 decision to go into Old Mexico, the English speaking countries of Canada and Great Britain rapidly grew in importance to Sheaffer. While visiting London in 1926, Walter Sheaffer arranged to have British interests establish and manage a Sheaffer sales office at 199 Regent Street. And in 1927, a contract was signed with a Canadian wholesaler located at 60-62 Front Street, West Toronto, authorizing that firm to act as Sheaffer's exclusive Canadian distributor under the name "W. A. Sheaffer Pen Company of Canada, Limited".

These new sales offices quickly proved their worth. Between 1926 and 1927 British sales jumped from about \$7,000 to almost \$30,000, and in Canada from less than \$1,000 to about \$10,600. Activities in other countries also increased. By 1927 Sheaffer was able to report international sales in 73 countries of \$195,452.

In 1929, Sheaffer made its first direct investment outside of the U.S. Sheaffer purchased all outstanding shares of the Canadian company and moved it to 169-173 Fleet Street, Toronto, into a building large enough to accommodate production of finished goods not only for Canada but for other British Empire countries where Canadian goods received favorable customs rates.

In December of 1933, with the U.S. in deep depression, Sheaffer sold its Canadian plant and business. The new owners received a free license under all Sheaffer-owned Canadian patents and

trademarks, along with exclusive selling rights in Canada, Newfoundland, Great Britain, the Irish Free State, Australia and New Zealand.

During the balance of the Thirties, Sheaffer did not aggressively push its export trade. In 1941, for example, Sheaffer's international sales accounted for only about 7 percent of its total business.

During the years of World War II, Sheaffer continued to produce a few writing instruments, practically all of which went to the military.

One of Sheaffer's first post-war activities involved repurchasing majority ownership of the Canadian company. A year later, in 1946, the Canadian plant caught fire and burned. The building, equipment, stock and inventories in the building were a total loss.

After searching for several months, during which time it acquired all remaining ownership in the Canadian company, Sheaffer located and purchased another factory building. This building had been built by the Canadian government during World War II in the village of Malton, about 15 miles outside Toronto.

After extensive remodeling and restocking, production started at the Malton plant during the summer of 1947. By early 1948, the new plant was operating at about 75 percent of capacity. Operations continued in Malton until late 1953, at which time the Canadian company sold the Malton plant and moved into a new 50,000 square foot plant at Goderich, Ontario.

In 1951, Sheaffer traded new production equipment and a fresh stock of materials and parts, for controlling interest in an Australian company which had been operating in Melbourne as a manufacturing licensee since 1947. The name of the company was changed to W. A. Sheaffer Pen Company of Australia, Ltd., Pty. Later, in 1961, Sheaffer purchased all remaining ownership interest in the Australian business. This business was then sold in March of 1988 to a local Australian group, which continues to produce and sell the Sheaffer line under license.

To provide a more controlled and aggressive approach to the promotion and sale of its merchandise in the U.K., in 1956 Sheaffer purchased the W. A. Sheaffer Pen Company (England) Ltd., of Barnet, Hertfordshire. This was a direct successor to the London sales office originally set up by Walter Sheaffer in 1927. By that time, most of the merchandise sold in the U.K. was being supplied by Sheaffer's Australian plant under the Commonwealth Imperial Preference system.

In 1964, Sheaffer's British operation moved into a new 14,000 square foot plant at Hemel Hempstead. With the new plant, Sheaffer

was able not only to consolidate its British sales and service functions, then scattered at four different locations, but to provide for future assembly and some manufacturing capability in that country.

Drawing distributors from 50 different countries throughout the free world, Sheaffer held a most successful World Sales Convention at its Fort Madison headquarters in June 1956. This was the first international convention to be held by Sheaffer since 1947.

By the late 1950's Sheaffer expected South America to be on the threshold of a rapidly increasing writing instrument market. A number of South American governments were starting to emphasize industrialization and education--both of which depend heavily on writing instrument usage.

In an effort to position itself for this anticipated South American business growth. Sheaffer purchased a successful pen company in Sao Paulo, Brazil in 1957 and an Argentina firm in Buenos Aires in 1961.

In 1969, the New York based owner of Sheaffer's distributor/licensee in Mexico purchased the Sheaffer plants in Brazil and Argentina. Simultaneously, both plants were licensed to continue the production and sale of Sheaffer products.

Since 1969, a Venezuelan firm has been licensed to produce and sell a line of Sheaffer products in that country.

In 1979, Sheaffer obtained controlling interest in a French writing instrument manufacturer and distributor, now known as Sheaffer Penco France S.A.R.L.

Sheaffer products currently are sold throughout the world in over 150 countries through independent distributors located in those countries. To assist in its sales programs, Sheaffer's International Division has set up sales offices and/or showrooms in Belgium, the Netherlands, West Germany, Italy, Hong Kong, Malaysia, Japan, and Singapore.

Over the years, Sheaffer's International Division has made important contributions to the company's development and growth. From a low of less than 1 percent of overall sales in 1920, overseas sales have steadily progressed to the point where consolidated foreign business now accounts for about 40 percent of total Sheaffer writing instrument sales.

The company was particularly proud of the "E" Star award it received in 1976 from the U.S. Department of Commerce in recognition of Sheaffer's success in developing and maintaining its export business.

To emphasize its continuing commitment to the international portion of its business, the company held an International Sales Convention during the summer of 1982 at Monte Carlo, France. The new products, new sales programs and promotional materials announced and discussed at that convention were enthusiastically received.

THE QUALITY STORY

Making a top quality writing instrument is a complex process which starts long before the first production machine is turned on. It involves design engineers having the knowledge and experience necessary to translate a product idea into a detailed product design; model makers with the skills and expertise necessary to convert a product design into functioning prototypes; test engineers and technicians having the perception and background necessary to devise and conduct the testing needed to put the prototypes through their paces; tool engineers and draftsmen with the expertise and knowledge necessary to design the molds, fixtures, equipment and procedures to be used in producing the product; purchasing executives with the contacts and sources necessary to secure high quality materials and supplies for use in producing the product; production managers and supervisors having the ability and judgment necessary to organize production workers and equipment into a smooth efficient operation; and quality assurance engineers and technicians with the resources and knowledge necessary to ferret out any incoming materials or completed products which fail to meet Sheaffer's demanding and rigorous specifications and standards.

In the actual production process, many materials, many craftsmen and many production steps are needed. Production of a quality pen requires about 300 individual operations--of which about 25 percent comprise inspections or tests. Some of the materials going into a pen include gold, silver, copper, plastic, brass, rubber, chrome and ruthenium, one of the hardest known metals.

The heart of every Sheaffer fountain pen is the point. Top quality points are made of 14K or 18K gold tipped with an extremely hard ruthenium alloy. They are slit with a high speed disc, and then carefully ground, smoothed, and polished by skilled craftsmen.

Caps and barrels are molded of tough, high-grade plastic or formed from a variety of precious and other valuable metals. They are trimmed carefully to size, buffed, plated, polished and fitted with the necessary mechanical parts--all by skilled craftsmen under the watchful eye of experienced inspectors.

After assembly, the writing tips are smoothed, polished, adjusted and finally checked for proper writing smoothness and feel before being placed in stock for shipment to dealers throughout the world. Each Sheaffer writing instrument, whether a fountain pen,

ballpoint, pencil, desk set or other product, is produced with the same meticulous care using top grade materials by experienced craftsmen to assure the finest in writing service and pleasure.

HOW WRITING INSTRUMENTS WORK

FOUNTAIN PEN. In a fountain pen, aqueous ink is held in a reservoir such as a refillable rubber sac or a replaceable plastic cartridge. As the pen is used, ink is drawn from the reservoir by capillary action into a narrow fissure, usually about .005 inch wide, formed in the feed. From this fissure, ink is transferred to a capillary slit in the point, and is then drawn forward in this slit to the tip. The tip deposits ink on the paper by a brushing or wiping action. Because the back of the ink reservoir is sealed to the atmosphere, an air channel is provided in the feed to permit entry of air into the reservoir to replace the ink used during writing. Also, the feed usually includes a series of narrow annular "comb cuts" around its outer periphery which act as a temporary reservoir to hold any ink forced from the main ink reservoir as a result of air expansion or shaking.

MECHANICAL PENCIL--SPIRAL MECHANISM. A popular and widely used pencil mechanism is the propel-repel-expel type in which the lead is extended, retracted and expelled from the pencil by rotation of the cap. In this type of mechanism, a lead clutch grips the back end of the lead and both holds the lead against loss and moves the lead forward and backward in the mechanism as the pencil cap is rotated. The lead clutch slides up and down in a slotted guide tube which is attached to the barrel and which in turn is rotated inside of a spiral member. The spiral is rotated with the cap. Extending from the clutch is an ear, slidable both in the slot of the guide tube and the helix of the spiral. Thus, rotation of the cap of the pencil relative to the barrel will cause the spiral to rotate relative to the guide tube, driving the lead clutch forward or backward, depending upon the direction in which the pencil cap is rotated. An expel wire also rides up and down with the lead clutch, the expel wire pushing the lead out of the clutch and pencil tip when the clutch is advanced as far as it can go.

MECHANICAL PENCIL--CONTINUOUS FEED. Another popular and widely used pencil mechanism has a lead storage magazine from which leads are automatically fed one after another into writing position as the user presses a push button at the upper end of the barrel. The lead storage magazine is slidable up and down in the barrel as the push button is pressed and released. Extending from the front of the magazine is a guide tube terminating on its outer end in a slotted collet. The inside of the guide tube opens into the magazine and is sized to freely receive a piece of lead. A collar slides on the guide tube and is pressed by a spring into engagement with the collet. This closes the collet to grip the lead and hold it against rearward movement under writing pressure. To advance

the lead the push button is pressed inward to move the magazine, guide tube, collet, collar and lead forwardly as a unit against the spring pressure until the collar is stopped against a shoulder within the pencil tip. This causes the collar to disengage from the collet which then opens and releases the lead. A resilient washer in the tip holds the released lead in its newly advanced position while the storage magazine guide tube, collet and collar return to their rearward position where the collet again is closed on the lead to hold it in its newly advanced position.

BALLPOINT. The heart of a ballpoint pen is the refill, consisting of an ink reservoir and a writing point. The writing point includes a small ball usually having a slightly roughened surface and measuring about 1 millimeter (.039") in diameter. The ball is freely rotatable in a closely fitting socket formed in the forward end of a machined metal tip. Extending through the tip between the socket and the ink reservoir is a capillary ink channel through which a relatively viscous solvent type ink is drawn into the socket around the ball as the ball rolls over a writing surface. The thickness of the ink on the ball, and hence the amount of ink rolled onto the paper, is controlled by the space between the ball and the lip of the tip. As ink is used, air enters the back of the reservoir through a small vent. In refills with a large diameter reservoir, a follower of thick grease-like material slides down the reservoir on the top of the ink to keep the ink from drying and to stop it from running out of the vent when the refill is inverted. In refills with small diameter tubular reservoirs, a follower generally is not necessary as the capillarity of the tube will hold the ink against leakage from the vent.

FINE-TIP MARKER. The fine-tip marker includes a reservoir formed of porous, absorbent material somewhat resembling a cigarette filter. A low viscosity fluid-type ink is held in the reservoir by capillary action between the fibers. The tip normally is formed of (i) a molded porous plastic material having small interconnecting capillary spaces, (ii) a stiff "bundle" of plastic fibers which are adhered together to provide capillary ink channels between the fibers, or (iii) a small diameter extruded plastic tube with a star-shaped central capillary ink feed channel. When the tip of the marker is moved over paper, ink is drawn from the reservoir and through the capillary spaces or passages in the tip, from where it is deposited on the writing surface by a brushing or wiping action. As in a standard fountain pen, it is necessary to permit entry of air into the reservoir as ink is used in writing. This is accomplished by an air vent drilled through the barrel close to the tip.

ROLLING BALL PEN. The rolling ball pen might best be described as a "cross" between a ballpoint pen and a fine-tip marker. In common with a fine-tip marker, the rolling ball pen has a capillary reservoir and uses a low viscosity fluid-type ink. Some types of rolling ball pens are provided with a tip housing made of special

plastics, and others have a tip housing made of metal. As in a ballpoint pen, the tip of the rolling ball pen is formed with a socket holding a closely-fitting rotatable ball which carries a coating of ink onto the paper as it rolls during writing. The low viscosity ink gives the rolling ball pen an exceptionally smooth feel and a uniform dense line.

MARKETING CHANGES

Sheaffer's first salesmen, George Kraker and Ben Coulson, had neither advertising nor merchandising programs to back them up as they started out in 1912 to sell the new lever-fill pen from their Kansas City office. However, since the pen was such a marked improvement over competitive models, they achieved great success without this help.

Additional salesmen were hired after the company was incorporated in 1913. Reaching dealers and establishing widespread distribution was the prime order of business.

The company's national advertising program was launched in 1914 with a full-page ad in the Saturday Evening Post. This marked the first time that most people had heard of the Sheaffer pen with its own lever-filling device. Sales grew, and soon Sheaffer ads were appearing regularly in many leading magazines of the day.

The key point of Walter Sheaffer's marketing philosophy was quality merchandise effectively displayed. One of his first moves was to furnish his dealers with showcases that would provide a distinctive setting for the company's products.

Sheaffer dealers also were encouraged to become Sheaffer shareowners. Mr. Sheaffer felt that as shareholders, dealers would have added incentive to sell Sheaffer products and benefit directly from the company's growth.

Dealer newsletters were soon brought into use to support salesmen in reporting what was new and what was going on at Sheaffers. The first issues had a newspaper format and were called the "Retailer's Review". Later they became the "Sheaffer's Dealer Digest".

The first sales conference was held in Fort Madison in 1925 for representatives from the midwest area. After that, all salesmen came in for annual sales meetings.

From the very beginning, all of Sheaffer's sales meetings were highlighted by the forceful and inspirational speeches of Walter Sheaffer. His enthusiasm and confidence in the company's future made his presentations memorable. He was able to offer numerous sound-selling suggestions--talking about his favorite subject.

In the early Twenties, Sheaffer came up with the idea of selling writing instruments in sets. It hadn't been done before, and it turned out to be a sure-fire way to increase unit sales and dollar volume.

The product innovations created by Sheaffer have given the advertising people much to talk about. Over the years announcements of Sheaffer "firsts" have come in rapid succession.

During World War II the company did not stop advertising even though it had few products to sell. Rather, ads emphasized the purchase of government bonds and other phases of the war effort.

After the war, marketing efforts became more expansive than at any previous time in the company's history. Full-scale sponsorship of radio programs was added to magazine advertising. A few years later the company took advantage of the newest medium--television.

A dramatic marketing crisis occurred the first Christmas season after World War II, when it appeared that a flood of orders from dealers could not be delivered on time. The company solved the problem by flying merchandise to dealers by chartered plane.

Until 1959, most company sales were made directly to franchised retailers. At times, selling through wholesalers had been tried, but on a limited scale. It was not until a three-divisional arrangement was started in 1959 that the company developed individual retail, wholesale and specialty marketing programs.

Because nothing happens for a company until its products are sold, and because there is no growth without customer support, effective marketing has always been a vital key to Sheaffer's success.

Marketing flexibility marked the company's battle to be a leader in past years. It will be the same story in the future.

COMPANY GROWTH

The workshop in the back of Walter Sheaffer's Fort Madison jewelry store was quite small. It measured only about 10 by 14 feet. When Walter first started production of his pen in 1912, he had seven employees in his shop. They were crowded, but the space was adequate in those first days when sales volumes were small. However, as sales of the new pen grew, there was an increasing need for greater production. At the same time, unit costs needed to be reduced to provide adequate profits while still meeting the strong competition of the established pen manufacturers.

To meet these requirements as the business grew, Walter Sheaffer moved his company on several occasions to successively larger

quarters--purchasing or building more machinery and hiring more employees with each move.

Since those early years, Sheaffer's business has continued to grow both in the number of craftsmen employed by the company and its sales. The following figures will indicate the growth of the company from the time it started in 1913 until 1966, when purchased by Textron. Since that time, the company has not published sales or other operational figures, but satisfactory progress has continued through the present.

<u>Year</u>	<u>Sheaffer Sales</u>
1913	100,000
1920	1,665,245
1930	6,994,322
1940	5,595,706
1950	19,368,369
1960	28,721,591
1966	30,603,906

Starting with seven employees in 1913, today more than 500 individuals work in Sheaffer's Fort Madison plants. Several hundred more are in executive, sales and manufacturing roles at other locations in the United States and in Canada, England, France and elsewhere around the world.

In Sheaffer's modern plants, employees have the advantage of cafeteria facilities, competent medical aid, an excellent accident prevention program and clean comfortable working conditions. Employees receive liberal vacation benefits, paid holidays, paid jury duty and funeral leave, two paid rest periods each shift, low cost group health and dental insurance, weekly sickness and accident benefits and life insurance and pension programs. Also, many recreational activities are sponsored by the company--a bowling league, summer picnics, boat rides, hog roasts and baseball and shopping trips.

Maintenance, production and tool room employees in Fort Madison are represented by the United Automobile Aerospace and Agricultural Implement Workers of America (U.A.W.) Bargaining Unit #1551.

Employees are encouraged to become involved in civic and community activity. Each year, the company conducts a plant-wide United Way drive, sponsors several Chamber of Commerce memberships, promotes the sale of U.S. Savings Bonds, supports other worthwhile fund raising drives, and permits expenditure of reasonable amounts of time on community affairs, service organizations and fraternal and educational activities. Sheaffer firmly believes that such activities are necessary to meet its obligations as a good citizen of the communities in which its offices and plants are located and in bettering those communities as a place in which all employees may live and work.

PRODUCT DEVELOPMENTS

From the time that Walter A. Sheaffer invented the first practical lever fill mechanism, the company has been responsible for a succession of noteworthy advances in the design and function of writing instruments, desk sets and related accessories.

Appropriately, improvements in filling devices have always been among the firm's most important "firsts". The lever mechanism came in 1908-1912. The plunger mechanism came in 1934, the TOUCHDOWN mechanism in 1949, the extensible filling tube of the SNORKEL pen in 1952, and the first popular priced cartridge pen in 1955. Today, the company is the industry leader in the manufacture and sale of cartridge pens, refillable either with factory-sealed throwaway cartridges or a "converter".

Following are the most significant "firsts" that have helped the company build and maintain a position of leadership in the writing instrument field. Where known, the date of discontinuance of a product or product feature is shown in parenthesis.

- 1907 - Invented first lever fill mechanism
- 1908 - Patented first lever fill mechanism--U.S. Patent 896,861
- 1912 - Completed and patented improved lever fill mechanism--U.S. Patent 1,046,660
- 1912 - Produced and sold first lever fill pens having hard rubber holders with flat ends
- 1913 - Incorporated W. A. Sheaffer Pen Company in Iowa (1918)
- 1914 - Introduced screw type cap with one piece inner cap to seal the point against dry-out
- 1914 - Ran first Sheaffer national advertising in the Saturday Evening Post
- 1914 - Offered ring cap on ladies pen for use with neck ribbon
- 1914 - Introduced long straight pocket clip with large ball and yoke fastener at mounting end, imprinted SHEAFFER-CLIP (1921)
- 1915 - Added decorative metal reinforcing band to open end of hard rubber cap
- 1916 - Offered counter displays and floor show cases to dealers

- 1917 - Initiated internal production of pen points upon purchase of plant of New Jersey supplier and movement of plant and key personnel to Fort Madison
- 1918 - Reorganized company as a Delaware corporation (1966)
- 1918 - Produced first Sheaffer mechanical pencil, a propel-repel type called SHARP POINT (1921)
- 1919 - Introduced GIFTIE SETS of matching pen and pencil sets packaged in attractive display/gift boxes
- 1920 - Initiated guarantee for life on LIFETIME points of new heavy duty design (1924)
- 1921 - Designed and introduced improved mechanical pencil of propel-repel-expel type
- 1922 - Changed imprint on pocket clip from SHEAFFER-CLIP to SHEAFFER'S (1929)
- 1922 - Developed and introduced SKRIP ink
- 1923 - Introduced all metal LIFETIME pens
- 1924 - Adopted new Pyroxylin non-breakable plastic called RADITE for caps and barrels (1948). Colors and dates of use include:

Jade Green	1924/1932
Jet Black	1924/1945
Cherry Red	1925/
Bright Coral Red	1925/
Black & Pearl	1927/1934
Royal Blue	1928/
Black & White Mottled	1928/1934
Marine Green Mottled	1930/1936
Grey Pearl - Red Veins	1931/1936
Black Inlaid Mother-of-Pearl	1934/1938
Black & Grey Mottled	1934/1936
Rose Glow Striated	1936/1939
Brown & Gold Striated	1936/1948
Black & Grey Striated	1936/1948
Marine Green Striated	1938/1948
Red & Pearl Striated	1939/1948
Green Pearl (Wasp only)	1934/1940
Brown Pearl (Wasp only)	1934/1940
Grey Pearl (Wasp only)	1934/1940
Brown & Green Mottled	
(Wasp only)	1936/1940
Blue & Red Mottled	

(Wasp only) 1936/1940
Red Pearl (Wasp only) 1940/

- 1924 - Extended guarantee for life to cover complete LIFETIME pen with RADITE cap and barrel (1945)
- 1924 - Introduced new WHITE DOT trademark
- 1924 - Designed and produced desk sets (single and double) with rectangular metal bases and stationary RADITE sockets
- 1925 - Introduced circular wood TRAVELERS CASE with screw top to hold bottle of SKRIP ink (1927)
- 1925 - Produced desk sets with glass bases--clear and jet black
- 1925 - Introduced long clip with middle hump, small round ball, rounded upper end with ear-type mounting, imprinted SHEAFFER'S (1930)
- 1925 - Initiated use of plastic RADITE pencil barrels (1948); all pencil barrels formerly being drawn metal shells
- 1925 - Introduced pencil having a barrel of extra large diameter called TITAN (1941)
- 1926 - Discontinued use of hard rubber for caps and barrels
- 1926 - Started stamping serial numbers on LIFETIME pen nibs (1942)
- 1926 - Introduced use of short, tapered black quill on end of Jade Green LIFETIME pocket pen barrel (1929)
- 1926 - Expanded desk set line to include bases of RADITE, marble, glass, plated metal, and cloisonne enamel on sterling, plus three models with desk lamps
- 1926 - Adapted desk sets for hotel use and advertising purposes
- 1927 - Started production of pen caps with two narrow bands (1929)
- 1927 - Introduced swivel sockets for desk sets
- 1928 - Introduced large diameter all metal utility type pencil with exposed eraser, using 4 inch long lead
- 1928 - Introduced PENVELOPE line of feminine pens and pencils with cloisonne enamel finish over sterling and gold filled cases (1930)

- 1928 - Initiated use of ornamental and sporting figures and trophies on desk set bases
- 1929 - Designed and introduced new BALANCE streamlined shape on ends of pen and pencil caps and barrels
- 1929 - Introduced first flexible LIFETIME pen nibs
- 1929 - Produced new safety SKRIP bottle of hard rubber (1934)
- 1930 - Introduced TITAN clip having middle hump and small round ball, imprinted SHEAFFER'S, rounded upper end with ear-type mounting (1932)
- 1930 - Introduced combination pen and pencil instruments (1936)
- 1930 - Introduced combination set convertible between pocket pen and desk set (1931)
- 1930 - Designed new streamlined sockets for desk sets
- 1931 - Introduced FEATHERTOUCH point ground to write on both front and back of tip
- 1933 - Announced new line of adhesives--PARALASTIK rubber cement and SKRIP GRIP paste and mucilage (1942)
- 1933 - Adopted new short clip with middle hump, small round ball, tapered to blunt point at upper end with mounting ears, imprinted SHEAFFER'S (1935)
- 1933 - Converted to one piece pressure bar in the lever fill mechanism for LIFETIME pens
- 1933 - Developed TOP-WELL feature for SKRIP ink bottles
- 1934 - Introduced a line of low-priced pens, pencils and desk sets under the WASP CLIPPER name. The pens featured a consumer replaceable screw-in writing unit (1940)
- 1934 - Introduced a sac-less VAC-FILL plunger fill mechanism in the WASP line (1940)
- 1934 - Used chrome trim for first time on LIFETIME pens
- 1935 - Introduced short clip with middle hump, small flat ball, tapered to blunt point at upper end with mounting ears, imprinted SHEAFFER'S (1936)
- 1935 - Introduced both short and long versions of new clip, no hump but radiused entire length, streamlined design, flat

- ball, tapered to point at upper end with mounting ears,
no imprint
- 1935 - Added sac-less VAC-FILL plunger-fill mechanism to Sheaffer pen line
 - 1935 - Introduced transparent barrel section in VAC-FILL pens to show ink supply
 - 1935 - Initiated manufacture of DRY-PROOF socket with Vinylite material for positively sealing desk pen against dry-out (1940)
 - 1936 - Adopted transparent gripping section in lever fill pens to show ink supply
 - 1936 - Adopted snap-in socket post for desk set sockets
 - 1937 - Introduced LIFETIME pens with RADITE barrel and metal (sterling and gold plate) caps
 - 1938 - Introduced FINELINE pencils with an extendable exposed eraser and the first mechanism using .036 inch diameter lead (39 percent thinner) of double length
 - 1938 - Added RITE-O-WAY dip type desk sets to WASP product line (1940)
 - 1938 - Started using feed having comb cuts completely encircling feed
 - 1938 - Initiated use of spiral chasing on barrel of FINELINE pencil to avoid finger slippage during use.
 - 1938/39 Converted all stock of standard BALANCE design pencils to new FINELINE mechanism
 - 1940 - Introduced new "8-point" octagonal shaped lead of .046 inch diameter
 - 1940 - Added two clips, same as 1935 clips but imprinted SKYBOY (1941)
 - 1940 - Introduced two versions of military style clip, one imprinted SKYBOY and other not imprinted. Clip attached by ears to one side of cap and wrapped over top to the other side
 - 1940 - Introduced small all-metal TUCKAWAY pen without clip, the barrel being threaded on each end to positively retain cap (1942)

- 1940 - Designed and introduced new desk set DRY-PROOF socket with rotatable band to lock and seal pen
- 1941 - Introduced FOUNTAIN-OF-USE desk set with reservoir base and dip-type pen
- 1941 - Introduced CLICKER type pencil with step-by-step or continuous lead feed mechanism (1942)
- 1941 - Discontinued banding all desk pens and pencils to conserve materials
- 1941 - Developed and introduced "Magic Circle" ink bottle cap with a special absorbent ring to prevent smearing of bottle and cap threads
- 1942 - Introduced special black SKRIP for photostating, called V-BLACK (1944)
- 1942 - Announced TRIUMPH sheath-type circular "wrap-around" nib with welded mounting end spun onto a point holder
- 1942 - Introduced new TRIUMPH line of pens using the new sheath type nib
- 1943 - Introduced VOYAGER writing set containing stationery, V-MAIL ink, pen, ruler, pencil lead and calendar for use by service personnel (1944)
- 1945 - Introduced line of Social Stationery SKRIP ink in 1-1/2 oz. bottles in six special colors (1947)
- 1945 - Reduced coverage of guarantee on LIFETIME pens to cover point only (1947)
- 1945 - Redesigned clip to provide a rigid arm secured by a spring within the cap to provide movement of the arm. Introduced in short "clasp" and long arm versions (1976)
- 1945 - Provided a sleeve tip to reduce lead breakage in mechanical pencils
- 1946 - Modified sheath-type nib to remove thread ring and revert to spun-on assembly with point holder (1948)
- 1946 - Introduced redesigned SAFETY-SKRIP-TRAVELER bottle of non-breakable molded plastic
- 1946 - Announced SKRIP-SET dip-type desk set designed to hold and feed ink from a 2 oz. ink bottle

- 1946 - Introduced RAI STRATOWRITER ballpoint pen with retractable writing unit using oil based ink held in collapsible sac, and 1 mm writing ball
- 1946 - Added a STRATOWRITER ballpoint desk pen to desk set line
- 1947 - Provided Shirt Guard (slip-on cap) for RAI STRATOWRITER ballpoints
- 1947 - Introduced TUCKAWAY ballpoint pen with stationary refill and slip-on cap
- 1947 - Introduced spillproof SAFEGUARD dip-type desk set with reservoir base filled from a special cartridge bottle (1948)
- 1947 - Announced a new line of low priced pens, pencils, ballpoints and desk sets to be sold under FINELINE name
- 1948 - Adopted new injection molding process using Forticel plastic for making caps, barrels and other writing instrument parts
- 1948 - Replaced fabricated/welded sheath-type Triumph nib with a one-piece drawn nib having integral threads for mounting on point holder
- 1949 - Developed and introduced new TOUCHDOWN filling mechanism using ink sac deflated by compression of air upon depression of plunger
- 1950 - Introduced line of TM (Thin Model) pens with TOUCHDOWN fill mechanism (1952)
- 1952 - Announced SNORKEL pen line with TOUCHDOWN filling mechanism and extensible filling tube to eliminate "dunking" of point and feed during filling
- 1952 - Introduced line of TM (Thin Model) pencils to match TM and SNORKEL pens
- 1953 - Introduced CLICKER push-button retractable ballpoint pen
- 1953 - Introduced new ballpoint refill with synthetic ruby writing ball (1954)
- 1953 - Adopted new quick drying solvent type ballpoint ink
- 1953 - Introduced new TIP-DIP feed for inexpensive pens, not requiring "dunking" of entire point and feed during filling (1957)

- 1954 - Introduced new sac-less ballpoint refill using grease-like follower to hold ink against leakage
- 1955 - Introduced first ballpoint refill with dipped plastic reservoir tube
- 1955 - Introduced first popular priced line of FINELINE cartridge fill pens
- 1956 - Announced new "secure" ink formula containing additive called "RC35" invisible under normal light but luminescent under ultraviolet light to reveal original writing even if eradicated or erased
- 1957 - Introduced ballpoint refill with tip made of sterling silver (1958)
- 1958 - Announced new LADY SHEAFFER line of cartridge fill pens with 19 high-fashion feminine designs
- 1959 - Introduced line of LADY SHEAFFER pencils to match 1958 line of pens
- 1959 - Developed and introduced the first "inlaid" pen nib molded directly into the gripping section
- 1959 - Introduced PFM (Pen for Men) line of large diameter pens using the "inlaid" nib and an extensible filling tube
- 1959 - Introduced a line of desk sets having Lenox china bases
- 1959 - Initiated sales of ballpoint refill with molded plastic, internally splined reservoir tube
- 1959 - Introduced thin diameter TEX utility pencil with exposed extensible eraser
- 1961 - Introduced retractable ballpoint pen with clip operated SAFEGUARD actuating mechanism
- 1961 - Introduced COMPACT cartridge pen with "inlaid" nib and transparent barrel section for viewing ink supply
- 1963 - Introduced line of LIFETIME cartridge pens for 50th anniversary of company (1969)
- 1964 - Initiated use of new SHEAFFER and "S" logos
- 1965 - Announced new SMOOTHIE marker with throw-away cartridge barrel and first squeak-resistant porous plastic point

- 1973 - Announced VINTAGE line of ballpoints having gold filled and sterling shells with raised decorative floral designs (1980)
- 1974 - Introduced throwaway marker refill with fineline TEKTOR tip formed of oriented fibers
- 1975 - Introduced NONONSENSE style pen called "2002", having chrome plated plastic cap and barrel and a plastic pocket clip with a large flat surface suitable for imprinting purposes
- 1976 - Introduced TARGA BY SHEAFFER line of high-fashion writing instruments
- 1976 - Developed and introduced rotary action retracting mechanism for TARGA style ballpoints
- 1977 - Announced the KALEIDOSCOPE concept--a line of NONONSENSE pens with a variety of colorful, decorative finishes, designs, illustrations, figures and characters
- 1978 - Introduced rolling ball refill containing low viscosity ink held in a capillary mass reservoir and rolled onto paper through a ball-type tip having a plastic housing
- 1978 - Introduced WRITE-MATCH and PERFECT PAIR writing sets of matching stationery and pens
- 1978 - Announced the LAQUE line of TARGA style instruments with caps and barrels having a unique hand-rubbed multi-layer lacquer finish
- 1979 - Announced a NONONSENSE line of calligraphy pens and writing sets
- 1980 - Reintroduced NOSTALGIA pen with sterling silver and vermeil filigree work
- 1981 - Introduced TRZ line of medium priced writing instruments with a crisp contemporary design in a variety of finishes
- 1981 - Introduced a line of slim diameter TARGA instruments and slim diameter rolling ball and fine-tipped marker refills for use in those instruments
- 1982 - Introduced a line of thin diameter fountain pens in the TARGA instrument line
- 1982 - Announced a line of continuous-feed (step-by-step) push-button pencils with a sliding lead support tube for 0.5mm or 0.7mm diameter lead

- 1965 - Converted to stainless steel in the tip of the "K" ballpoint refill unit
- 1965 - Introduced TWIN-WELL throw-away type marker with ink reservoirs in the barrel and cap
- 1965 - Introduced STYLEPOINT (later called GLIDEWRITER) marker using regular SKRIP fountain pen ink cartridges and a non-disposable plastic point
- 1965 - Introduced first pen feed molded of plastic with large pores instead of "comb cuts" for overflow reservoir.
- 1966 - Introduced STYLIST line of stylish, slim writing instruments
- 1966 - Introduced in STYLIST pen a flat nib sandwiched in a two-piece feed and ground on front and back to provide "2-WAY" writing (1967)
- 1966 - Developed "converter" for use in cartridge pens to provide self-filling feature
- 1967 - Introduced PUT-ABLE desk set with adhesive base for mounting on telephone, cabinet, etc. Later called DESKETTE set
- 1969 - Developed throw-away SOFT STROKE marker with oriented fiber point
- 1969 - Introduced "GUYS & DOLLS" line of large diameter colorful pens having caps and barrels with flat ends fashioned after an early Sheaffer model. This line later was re-named NONONSENSE
- 1970 - Introduced the STRAIGHT DATE ruler with replaceable calendar insert (1972)
- 1970 - Introduced NOSTALGIA pens fashioned after models from the teens and twenties with silver and gold filigree work on the barrels and caps
- 1971 - Introduced ILLI line of decorative stone plaques and art objects (1973)
- 1971 - Announced ballpoint pen having perpetual calendar with days on revolving ring and dates imprinted on barrel
- 1972 - Introduced LADY SHEAFFER ballpoint line with soft suede-like finish (1975)

- 1982 - Announced new line of popular priced cartridge pens in a variety of colors and finishes and with black plated clips
- 1983 - Introduced NONONSENSE pen called PLAY PEN with cap having a grid of random letters and cursor to use in playing anagram-type games (1985)
- 1983 - Initiated distribution of several models of writing instruments imported from Sheaffer's Japanese distributor, Sailor Pen
- 1984 - Introduced line of FASHION ballpoints in feminine design with pastel finishes available with or without detachable neck chain
- 1984 - Initiated distribution of new SENTINEL and LAZER lines with brushed stainless steel holders and new "S-Dot" imprint on the pocket clip
- 1984 - Introduced line of NONONSENSE style pens called LE BLACK and SUPER LE BLACK, having solid black holders and gold plated or karat gold points clips and bands
- 1984 - Announced new ballpoint called CLICKER having flat barrel and cap sections, the cap rotating between the ends of the barrel to cover and uncover the point (1985)
- 1985 - Announced new CONNAISSEUR pen having flat ended styling of the Twenties, an 18K gold point with fanciful imprint, and gold plated clip and bands
- 1985 - Introduced a line of NONONSENSE ballpoints in various bright and pastel colors called LES BRITES and LES PASTELS
- 1986 - Introduced a line of high quality SHEAFFER leather wallets, purses, key cases, etc. in walnut and burgundy colors
- 1986 - Announced new lines of popular priced ballpoints with soft rubberized finish in various colors, called LES SPORT and LES METROS
- 1987 - Introduced line of ballpoints with metallic finishes called METALLICS
- 1987 - Announced new rolling ball pen called DELTA GRIP having gripping section with three curved smooth areas alternating with three flat grooved areas

- 1988 - Introduced line of pencils and ballpoints having camouflage finish called BUSH GEAR
- 1988 - Added line of keyrings, luggage tags, cast jewelry and novelties under the name CROWNMARK upon acquisition of Crownmark Corp
- 1988 - Introduced Imperial Brass line of Targa instruments, including Brass presentation cases
- 1989 - Re-introduced the TRIUMPH 555 and 556 Fountain Pen and Ballpoint in Black and Burgundy
- 1989 - Introduced a new line of Desk Set Bases made of Black Italian marble and Norwegian marble
- 1989 - Introduced the GRANDE CONNAISSEUR collection of Gold plated, Sterling Silver, Tortoiseshell Laque and Black Laque fountain pens and ballpoints. Also added Burgundy and Cobalt blue colors to regular CONNAISSEUR collection
- 1989 - Introduced a new all plastic DELTAGRIP instrument

